Strategic Planning and Performance Measures Committee

Trustee Kristin Harper
December 1, 2021
Process Timeline

**Phase 1**
- Engagement with President
- Formation of the Strategic Planning Committee
- Review of the 2017-2022 Strategic Plan
- Review of the BOG Strategic Plan (Alignment)
- Data gathering and analysis
- BOT Retreat (August)

March 2021 – August 2021

**Phase 2**
- Formation of sub-committees
- Consultant solicitation/engagement (if necessary)
- Stakeholder engagement (Focus groups)
- Initial development of draft plan
- Data gathering and analysis

September 2021 – February 2022

**Phase 3**
- Committees work to complete plan
- Data gathering and analysis
- Stakeholder awareness
- BOT engagement on draft plan (including KPIs)
- Presentation of final plan to BOT for approval (June 2022)

March 2022 – June 2022
Stakeholder Engagement
Constituents were reached through a variety of methods, including:

- Career Center (Employers, Students, Social Media Accounts)
- Alumni Affairs (Alumni)
- Instructional Technology (Blackboard Connect, Canvas Dashboards)
- Registrar (Registrar Staff, Summer 2021 Candidates for Graduation)
- Communications (FAMUINFO, Social Media Accounts, Article)
- Faculty Senate (Faculty, College of Law)
- Student Affairs (K-12 Contacts)
- Deans (Databases located in individual Colleges/Schools – Requested, but no responses received)
- Dean of Students (Requested, but no response received)
- Board of Trustees’ Liaison
- Student Government
- iStrike
- University Advancement

**Survey Respondents:**

**Total: 1,215**

- FAMU Alumni: 389
- Staff/Administrators: 215
- Students: 387
- Faculty: 184
- Employer: 19
- Community Partners: 11
- K-12 Educators/Guidance Counselors: 6
- Board of Trustees: 4
**Strengths**

- FAMU is a good place to learn: 86%
- FAMU is a high-quality institution: 84%
- FAMU places a lot of emphasis on student success: 81%
- FAMU encourages students to think critically: 80%
- FAMU provides a welcoming and supportive environment for all students: 80%
- FAMU adequately prepares students for career and employment: 79%
- FAMU is an advocate for social justice: 79%
- FAMU is academically rigorous: 78%
- FAMU has a clear and compelling vision: 78%
- FAMU is engaged in applied research with outside entities and institutions: 77%
Opportunities

- FAMU is responsive to the needs of supporters: 56%
- The FAMU website is adequate to meet the needs of the broader community beyond the university: 55%
- Communication between FAMU administration and alumni is good: 54%
- FAMU athletics facilities and equipment are appropriate to meet the needs of the institution: 50%
- Communication between academic departments and students is good: 48%
- FAMU is responsive to alumni needs: 48%
- Communication between the FAMU administration and faculty/staff is good: 43%
- Communication between administrative units and students is good: 43%
- FAMU is responsive to faculty/staff needs: 40%
- External customers find it easy to do business with FAMU: 33%
Reputation of FAMU

Survey Results
Survey Results

Rating of Opportunities by Magnitude of Potential Impact

- Improve customer service: 8.6
- Increase visibility through marketing and branding: 8.3
- Strengthen FAMU's infrastructure to support academic and administrative operations: 8.2
- Increase support and funding through alumni giving and non-state funding sources: 8.2
- Other: 5.9
Rating of Threats by Magnitude of Potential Impact

Survey Results
Common Themes

Perceptions about FAMU’s environment and culture are largely positive across respondent groups.

FAMU is perceived as a good place to work by a majority of faculty and staff.

FAMU is perceived as a good place to learn by a majority of students.

FAMU’s core missions of academics and research are viewed positively by a majority of respondents.

There are opportunities for improvement related to communication, customer service, technology, and facilities that impact the learning and work environment for respondents.

Alumni support for FAMU is overwhelmingly positive in their support for the institution.

There is recognition there are opportunities and threats which may impact FAMU’s future. Some threats are internal, and under FAMU’s control such as communication and customer service. Some are external and will require proactive responses from FAMU.

FAMU has a strong reputation which can be enhanced, leveraged, and maximized to its advantage as a competitive institution of excellence.
Proposed Goals for Discussion
### Strategic Priorities

**Student Success**
- **Goal 1**: Elevate student success outcomes to the high excellence range among state and national scales.  
- **Goal 2**: Establish FAMU as the 1st Choice Destination among diverse scholars.  
- **Goal 3**: Enhance degree attainment among underrepresented scholars in the areas of strategic emphasis for the state and nation.

**Academic Success**
- **Goal 1**: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.  
- **Goal 2**: Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.  
- **Goal 3**: Amplify discovery and innovative research approaches to solve complex real-world problems.  
- **Goal 4**: Position FAMU to emerge as a global leader in healthcare, education, research and service to address disparities, emergent needs and advance holistic well-being.  
- **Goal 5**: Reimagine and align academic offerings to address emerging workforce demands and career pathways including competencies, creativity and innovation.

**Leverage the Brand**
- **Goal 1**: Foster a university-wide customer-centric culture to support academic and operational excellence.  
- **Goal 2**: Increase global recognition of the university’s standing as a leading academic, research and cultural institution.  
- **Goal 3**: Cultivate and diversify the network of advocates and supporters to advance the university’s mission and strategic priorities.

**Organizational Effectiveness & Transformation**
- **Goal 1**: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.  
- **Goal 2**: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.  
- **Goal 3**: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friend, and corporate giving.  
- **Goal 4**: Position FAMU to emerge as a global leader in healthcare, education, research and service to address disparities, emergent needs and advance holistic well-being.

**Long-Term Fiscal Health and Sustainability**
- **Goal 1**: Increase levels of community and business engagement.

### Board of Governors Strategic Plan Goals

<table>
<thead>
<tr>
<th>Florida A&amp;M University</th>
<th>Teaching and Learning</th>
<th>Scholarship, Research, and Innovation</th>
<th>Community and Business Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen Quality &amp; Reputation of Academic Programs and Universities</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Increase Degree Productivity and Program Efficiency</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Increase number of degrees awarded in STEM/Health and Other Programs of Strategic Emphasis</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Strengthen the Quality and Reputation of Scholarship, Research, and Innovation</td>
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<tr>
<td>Increase Research Activity and Attract More External Funding</td>
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<td>X</td>
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<td>Increase Research Commercialization</td>
<td>X</td>
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<td><strong>Goal 1</strong>: Strengthen the University’s culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting and accountability.</td>
<td>X</td>
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<td><strong>Goal 2</strong>: Optimize effectiveness and efficiency of operations through the enhancement of processes and innovation.</td>
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<td><strong>Goal 3</strong>: Position FAMU to emerge as a global leader in healthcare, education, research and service to address disparities, emergent needs and advance holistic well-being.</td>
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<td><strong>Goal 4</strong>: Increase global recognition of the university’s standing as a leading academic, research and cultural institution.</td>
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<td><strong>Goal 5</strong>: Reimagine and align academic offerings to address emerging workforce demands and career pathways including competencies, creativity and innovation.</td>
<td>X</td>
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<td><strong>Goal 6</strong>: Enhance student success outcomes to the high excellence range among state and national scales.</td>
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<td><strong>Goal 7</strong>: Establish FAMU as the 1st Choice Destination among diverse scholars.</td>
<td>X</td>
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<td><strong>Goal 8</strong>: Enhance degree attainment among underrepresented scholars in the areas of strategic emphasis for the state and nation.</td>
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<td><strong>Goal 9</strong>: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.</td>
<td>X</td>
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<td><strong>Goal 10</strong>: Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.</td>
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<td><strong>Goal 11</strong>: Amplify discovery and innovative research approaches to solve complex real-world problems.</td>
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<td><strong>Goal 12</strong>: Position FAMU to emerge as a global leader in healthcare, education, research and service to address disparities, emergent needs and advance holistic well-being.</td>
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<td><strong>Goal 13</strong>: Foster a university-wide customer-centric culture to support academic and operational excellence.</td>
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<td><strong>Goal 14</strong>: Increase global recognition of the university’s standing as a leading academic, research and cultural institution.</td>
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<td><strong>Goal 15</strong>: Cultivate and diversify the network of advocates and supporters to advance the university’s mission and strategic priorities.</td>
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<td><strong>Goal 16</strong>: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&amp;G, C&amp;G, and Auxiliary funding.</td>
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<td><strong>Goal 17</strong>: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.</td>
<td>X</td>
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<td><strong>Goal 18</strong>: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friend, and corporate giving.</td>
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<td><strong>Goal 19</strong>: Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU’s status as an employer of choice.</td>
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<td><strong>Goal 20</strong>: Optimize effectiveness and efficiency of operations through the enhancement of processes and innovation.</td>
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<td><strong>Goal 21</strong>: Strengthen the University’s culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting and accountability.</td>
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**ALIGNMENT OF FAMU STRATEGIC PRIORITIES AND GOALS WITH FLORIDA BOG 2025 SYSTEM STRATEGIC PLAN**

- **Teaching and Learning**
- **Scholarship, Research, and Innovation**
- **Community and Business Engagement**

The table above aligns the strategic goals of Florida A&M University with the Board of Governors Strategic Plan goals, focusing on enhancing effectiveness and efficiency, and strengthening the University’s culture of strategic decision making.
**Goal 1:** Elevate Student Success Outcomes to the High Excellence Range among state and national scales.

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Thank you for your time!
Questions?